RESEARCH, DEVELOPMENT AND ENGINEERING (RD&E)

The purpose of this memorandum is to set forth the principles by which the RD&E activities in the CIA are guided and to outline the organizational structure and procedures for the funding, management and coordination of these activities.

THE STATUS OF RD&E COORDINATION

Efforts during the past four years to centralize the coordination of planning and programming of Research, Development, and Engineering (RD&E) have led to improved communication among components doing RD&E, and have fostered an increased awareness of the scope and nature of RD&E in the Agency.

At the same time, it has become clear that a coordinative body has not been successful in evaluating needs and establishing successfully priorities for the allocation of resources among RD&E objectives of the participating offices.

Indeed, the planning and programming of RD&E as a program category has distorted the role of RD&E in the Agency by implying that RD&E is a separable Agency function or mission. It is important to place RD&E

activities and the planning and programming for them in a more appropriate context.

PRINCIPLES OF RD&E MANAGEMENT

The following principles will now govern:

1. RD&E activities are not in themselves a mission of the CIA. However, research and development of new techniques and equipment is vital to the Agency and is an inseparable part of those activities necessary to the pursuance of Agency missions. Since scientific and engineering advances must be exploited promptly to obtain technological advantages in operations, a close coupling between the technical and the operational organizations is required -- a coupling which best can be insured by performing most of the RD&E activities within the mission management structure.

2. How much RD&E should be done and what projects should be pursued must be determined in the context of the particular mission that each RD&E project supports and the priority assigned to that project must be derived from the priority associated with the mission it is designed to support. It is therefore the responsibility of each mission manager to determine how much RD&E is needed to support his operational missions and to recommend program levels and content to the Director.

3. At the same time, it is recognized that there are factors inherent to technologic investigation which cannot be accommodated entirely through the operational management structure. They are:

a. The natural and proper tendency of operational organizations to emphasize near term goals and to require assurance of higher confidence in their development programs.

b. The evolving nature of Agency missions and the long lead time needed for research and exploratory development to meet future needs which may not be related to established requirements.

c. The existence of technical areas which are common to several operational activities and the consequent need for centralized programs in these multimission fields.

It is therefore necessary to provide for an R&D organization - the Office of Research and Development - which is free from the demands of near-term mission requirements and thus better able to address longer range needs than R&D organizations supporting current operations. The appropriateness of programs to be conducted by this organization should be judged by their relevance to plausible Agency requirements of the future. The amount of funds to be allotted to work in this category will be determined by the Director.

4. The foregoing principles emphasize effectiveness by assigning the management authority for most of the RD&E activities among the operating organizations. To minimize

the possible inefficiencies in this arrangement without contravening the authority of the management structure, it is necessary to provide a coordinating mechanism to promote communication and the exchange of information, and to expose serious redundancies and technological gaps.

PROCEDURES

1. Each Deputy Director is responsible for recommending what and how much RD&E should be done within his organization through the same program review processes as for his other activities. The criteria by which each Deputy will establish his RD&E activities will include (1) relevance to his functions and (2) potential for improvement in the way these functions can be performed. Therefore:

a. Initial determination of resource levels and objectives for RD&E will be the responsibility of the individual Deputy Directors. Monitoring execution of RD&E activities shall be a primary responsibility of the individual Deputies, within Agency program review and evaluation procedures.

b. RD&E will no longer be treated as a separate program category of Agency activity for planning and programming. It may be presented in a total package for external budget presentation as required. For execution,

however, RD&E will be considered a subcategory of Agency functional categories -- Collection, Production, Covert Action, Communications, Information Processing and Exploitation, and Program Wide. Planning, programming and budgeting for RD&E will thus be integrated, evaluated and justified in context with that for the missions and functions it supports. Proposed RD&E activities thus will be forwarded for higher level review and evaluation as an integrated part of Directorate Submissions.

2. The DDS&T will maintain within his directorate an Office of Research and Development to perform research and exploratory development on behalf of the Agency as a whole. The DDS&T will be responsible for determining the activities to be conducted by ORD based on their relevancy to plausible future Agency needs and his judgment about the directions of technological advance that would be most productive. All funds for these programs will be handled as an integral part of the DDS&T program package. ORD will also posture itself to entertain requests from other Directorates to manage specific R&D projects on their behalf.

3. The Deputy Director for Science and Technology will continue to be responsible for promoting technical information exchange among all CIA components with RD&E

activities and for appraising the Director of the overall health of Agency RD&E. He will also regularly identify and report to the DCI serious technical gaps or program redundancies. He is authorized to appoint a Special Assistant to aid him in this assignment.

4. A CIA Research, Development and Engineering Board will be established consisting of representatives from each Directorate, OPPB, and such other components as may be necessary to meet these objectives. The Special Assistant to the DDS&T will serve as Chairman. The Board will place special emphasis on the coordination and exchange of RD&E technical data and on the identification of technical gaps in the Agency RD&E activities. This task will require the full cooperation and assistance of all elements of the Agency and necessitate full access by the Board to detailed needs and plans.

5. Copies of Directorate program plans for RD&E which are submitted by the Directorates to the Executive Director will be made available to the RD&E Board for consideration and reporting on their technical aspects. The RD&E Board will submit to the DDS&T recommendations regarding duplication, overlap or gaps in Directorate program plans which he can bring to the attention of the Director and the Executive Director as an input to the resource review process.

6. The DDS&T will conduct technical reviews of actions requiring the approval of the Director as requested and discuss any foreseeable technical issues with the offices involved, including recommending appropriate changes or modifications.